



## **EMPLOYEE PERFORMANCE: COMMUNICATION AND THE MEDIATING EFFECT OF TEAM WORK ON SMILE AUTOSERVICE MAKASSAR**

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### **Abstract**

*This study aims to determine the effect of communication on employee performance through team work mediation at Smile Auto Service Makassar, which is one of the largest private companies in the Makassar area. The research design used uses a quantitative research approach to examine an individual in a group using the path analysis method with the help of SPSS 26. In this research, the population collection technique uses a saturated sampling technique with a sample size of 30 people. The results of this research show that communication has a positive and significant effect on team work, communication has a positive and significant effect on employee performance, team work has a positive and insignificant effect on employee performance and communication through team work mediation has a positive and insignificant effect, so it can be said that team work has not been able to become a mediating variable in this research.*

**Keywords:** Communication, Team Work and Employee Performance.

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## INTRODUCTION

Human Resources (HR) have an important role in increasing the effectiveness and efficiency of organizations in various activities. HR management is the main aspect in supporting the sustainability of an organization or company, so HR must be managed well in order to create good performance. Employee performance is an indicator of the company's success in achieving its goals.

Rivai and Sagala (Fachrezi and Khair, 2019) state that performance is the result or level of success of a person or as a whole during a certain period in carrying out tasks compared to various possibilities, such as standard work results, targets or targets or criteria that have been determined in advance and have been agreed. There are several factors that can influence employee performance, especially influenced by skills or abilities in communication and teamwork to create an organizational atmosphere that can motivate employees to perform at their best. Good performance also requires good communication and teamwork (Eva and Triatmanto, 2017).

Meifilina (2015) stated that communication is a process of exchanging symbols between the sender and recipient both verbally and non-verbally to change behavior. Communication is used as a means of conveying information and a means of coordinating all company activities. In carrying out work, each individual is required to have communication skills and overall good relationships, both with superiors, subordinates and co-workers. Fast and transparent communication really supports the achievement of company goals.

Communication has an important role in employee performance because communication is one of the causes that influences company activities. If communication between employees is not good, it will cause problems that can be detrimental to the company. Employees can communicate with each other, colleagues and leaders, so that reporting errors do not occur. The sender and recipient of the message understand each other's meaning of the message conveyed, which means that there is effective communication (Lawasi and Triatmanto, 2017).

Companies need a cohesive team to complement the process in achieving company goals. Work in a company will not be completed if employees do not work together in harmony. Teamwork is a group of people with different abilities, skills, experiences and backgrounds who unite to achieve one goal in one or more activities (Ibrahim, Djuhartono and Sodiq, 2021).

Communication and teamwork between employees is a method that must be carried out simultaneously in order to create optimal performance to help achieve company goals. So that by interacting with each other, brilliant ideas or concepts can emerge to help the company develop further and become successful.

Smile Autoservice Makassar is one of the business units owned by the IMB Group company which was founded in 1944. This company operates in the automotive sector, namely vehicle repair and maintenance services, especially cars. Since its founding until now, this company has collaborated with various insurance companies and other business entities in Makassar. In the course of each activity carried out, communication and teamwork between employees in the field is quite good. However, based on the results of observations made during the implementation of the MBKM internship in August 2022, several factors emerged that caused work activities to be ineffective and inefficient, namely due to a lack of communication and teamwork between employees. So it is not uncommon for negligence to occur, such as miscommunication which hampers ongoing operational processes and a lack of cohesiveness when working together in teams, resulting in work often not being

completed on time and indirectly, the expected results and time estimates that have been set are not in accordance with the initial agreement that has been made. informed to consumers.

Until now, Smile Autoservice Makassar's performance targets set every month have not been fully achieved. According to data from KPI (Key Performance Indicator) as a measuring tool that describes the company's effectiveness in achieving targets, it shows that the data obtained from the Smile Autoservice Makassar company has not reached its target every month. Below is data on performance results from Smile Autoservice Makassar employees:

**Table 1.** Data on Achievements of the Makassar Smile Autoservice Panel for July to December 2022

| No. | Month     | Target    | Achieved |
|-----|-----------|-----------|----------|
| 1   | July      | 300 Panel | 252      |
| 2   | August    | 300 Panel | 293      |
| 3   | September | 300 Panel | 288,5    |
| 4   | October   | 300 Panel | 264,5    |
| 5   | November  | 300 Panel | 398      |
| 6   | December  | 300 Panel | 225      |

Source: Data KPI (*Key Performance Indicator*) Smile Autoservice Makassar

In table 1 above, the data shows that in the last 6 months of 2022 from July to December, the achievement targets that have been set each month have not been fully achieved, counting that only November achieved the panel target. So, it can be seen that there are several obstacles originating from within the company in achieving targets which are caused by a lack of communication and teamwork between the employees concerned, resulting in problems with employee performance which is less than optimal.

Based on the description in the background above regarding the importance of communication and teamwork on employee performance in achieving company targets, researchers are interested in conducting research under the title: "Employee Performance: Communication and the Mediation Effect of Team Work at Smile Autoservice Makassar".

- H1: Communication has a positive and significant effect on team work at Smile Autoservice Makassar.
- H2: Communication has a positive and significant effect on employee performance at Smile Autoservice Makassar.
- H3: Team Work has a positive and significant effect on employee performance at Smile Autoservice Makassar.
- H4: Communication has a positive and significant effect on employee performance through Team Work mediation at Smile Autoservice Makassar.

## LITERATURE REVIEW

Handoko in Koesomowidjojo (2020) stated that communication is the process of transferring messages between each other in the form of information or ideas. For the exchange of information to be successful, the message must be clear, accompanied by facial expressions and voice intonation. Nurhadi and Kurniawan (2018) stated that communication is an interaction carried out by people with the ability to understand each other's meaning of the message conveyed, so that the relationship between them is communicative. Femi (2014) stated that effective communication between leaders and subordinates is very important in creating company success. Kiswanto (2010) suggests that communication has a significant influence on employee performance.

According to the Big Indonesian Dictionary (KBBI), cooperation is an activity or effort carried out by several people (institutions, government) to achieve a common goal. Andrew (2015) stated that teamwork is a situation characterized by understanding and commitment to group goals among all team members. Meanwhile, Gregory (2012) stated that teamwork is the ability of team members to work together, communicate effectively, anticipate and fulfill each other's needs, and create trust to achieve coordinated collective action. Teamwork is the synergy of the strengths of several individuals to achieve goals so that they can unite the power of ideas that will lead to success (Bachtiar, 2012). Based on the opinions expressed by the experts above, it can be concluded that team work or teamwork is a group of people who have different abilities but are united in completing work so that it is more effective and efficient.

Performance is very important for an organization in achieving planned goals. In relation to human resource development, employee performance is really needed because the higher the quality of human resources in an organization, the higher the performance that will be achieved. According to Muis et.al., (2018) stated that performance is a work result achieved by an individual in carrying out the tasks assigned to him which is based on ability, experience, seriousness and time. Employee performance can be measured using employee standards (Hasibuan and Handayani, 2017). According to Moheriono (2012), performance is a description of the level of achievement of a program or policy in realizing an organization's goals, objectives, vision and mission as outlined through an organization's strategic planning. Meanwhile, according to Gultom (2014) performance is an effort made from the results of work obtained and achieved by a person or group of people in an organization in accordance with their respective authority and responsibilities. Based on the opinion presented above, it can be concluded that employee performance is the result of work achieved by employees with their respective responsibilities within a certain time, both based on the quality and quantity produced. The better the employee's performance, the easier it will be to achieve common goals.

## METHODOLOGY

The approach used in this research is a quantitative approach which presents figures obtained from data through respondents' answers from questionnaires. The location of this research was Smile Autoservice Makassar. This research uses a path analysis model which aims to determine cause and effect by explaining the direct or indirect influence between variables through mediating variables. In addition, to check the effect of the mediating variable between the independent variable and the dependent variable, calculations were carried out using a Sobel test calculator. The population in this study was the total number of Smile Autoservice Makassar employees, totaling 44 people. The sampling technique used a saturated sampling technique where the entire population in this study was used as the sample. Thus, the number of samples taken was 30 mechanical employees from Smile Autoservice Makassar.

## RESULTS AND DISCUSSION

### RESULTS

**Table 2.** Respondent's Gender

| No     | Jenis Kelamin | Respondent's | Percentage (%) |
|--------|---------------|--------------|----------------|
| 1      | Male          | 25           | 83,3%          |
| 2      | Female        | 5            | 16,7%          |
| Jumlah |               | 30           | 100%           |

*Source: SPSS 26 data processing results*

**Table 3.** Respondent's Educational Level

| No     | Pendidikan | Respondent's | Percentage (%) |
|--------|------------|--------------|----------------|
| 1      | SD         | 2            | 6.7%           |
| 2      | SMA/SMK    | 22           | 73.3%          |
| 3      | D1/D2/D3   | 2            | 6.7%           |
| 4      | S1/S2/S3   | 4            | 13.3%          |
| Jumlah |            | 30           | 100%           |

*Source: SPSS 26 data processing results*

**Table 4.** Validity Test Results

| Statement Items           |      | Correlation Value (r) | Probability | Information |
|---------------------------|------|-----------------------|-------------|-------------|
| Communication (X)         | X1   | 0,751                 | 0,000<0,05  | Valid       |
|                           | X2   | 0,612                 | 0,000<0,05  | Valid       |
|                           | X3   | 0,748                 | 0,000<0,05  | Valid       |
|                           | X4   | 0,697                 | 0,000<0,05  | Valid       |
| Team Work (Y1)            | Y1.1 | 0,807                 | 0,000<0,05  | Valid       |
|                           | Y1.2 | 0,797                 | 0,000<0,05  | Valid       |
|                           | Y1.3 | 0,730                 | 0,000<0,05  | Valid       |
| Employee Performance (Y2) | Y2.1 | 0,583                 | 0,000<0,05  | Valid       |
|                           | Y2.2 | 0,731                 | 0,000<0,05  | Valid       |
|                           | Y2.3 | 0,886                 | 0,000<0,05  | Valid       |
|                           | Y2.4 | 0,694                 | 0,000<0,05  | Valid       |

*Source: SPSS 26 data processing results*

**Table 5.** Reliability Test Results

| Variable | Cronbach's Alpha | R Tabele | Information |
|----------|------------------|----------|-------------|
|          |                  |          |             |

|                           |       |      |          |
|---------------------------|-------|------|----------|
| Communication (X)         | 0,740 | 0,60 | Reliabel |
| Team Work (Y1)            | 0,675 |      | Reliabel |
| Employee Performance (Y2) | 0,698 |      | Reliabel |

Source: SPSS 26 data processing results

**Table 6.** Path Analysis Model I Test Results

| Coefficients <sup>a</sup> |               |                             |            |                           |       |       |
|---------------------------|---------------|-----------------------------|------------|---------------------------|-------|-------|
| Model                     |               | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig.  |
|                           |               | B                           | Std. Error | Beta                      |       |       |
| 1                         | (Constant)    | 9.267                       | 1.952      |                           | 4.747 | 0.000 |
|                           | Communication | 0.350                       | 0.144      | 0.418                     | 2.436 | 0.021 |

a. Dependent Variable: Team Work  
n = 30  
R Square = 0,175 = 17,5%  
Nilai e1 =  $\sqrt{1 - 0,175} = 0,908$   
Thitung = 2,436  
Ttabel = 2,052

Source: SPSS 26 data processing results

**Table 7.** Path Analysis Model II Test Results

| Coefficients <sup>a</sup> |               |                             |            |                           |       |       |
|---------------------------|---------------|-----------------------------|------------|---------------------------|-------|-------|
| Model                     |               | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig.  |
|                           |               | B                           | Std. Error | Beta                      |       |       |
| 1                         | (Constant)    | 10.286                      | 3.292      |                           | 3.124 | 0.004 |
|                           | Communication | 0.444                       | 0.198      | 0.415                     | 2.239 | 0.034 |
|                           | Team Work     | 0.167                       | 0.237      | 0.130                     | 0.703 | 0.488 |

a. Dependent Variable: Employee Performance

n = 30

R Square = 0,234 = 23,4%

Nilai e2 =  $\sqrt{1 - 0,234} = 0,875$

Thitung Communication = 2,239

Thitung Team Work = 0,703

Ttabel = 2,052

*Source: SPSS 26 data processing results*

**Picture 1.** Sobel Test Results

| Input:               | Test statistic:                          | Std. Error:                              | p-value:   |
|----------------------|--|--|------------|
| a 0.350              | Sobel test: 0.17103916                   | 0.3417346                                | 0.86419297 |
| b 0.167              | Aroian test: 0.06758184                  | 0.86487733                               | 0.94611851 |
| s <sub>a</sub> 0.908 | Goodman test: NaN                        | NaN                                      | NaN        |
| s <sub>b</sub> 0.875 | <input type="button" value="Reset all"/> | <input type="button" value="Calculate"/> |            |

Data from: <https://quantpsy.org/sobel/sobel.htm>

## DISCUSSION

### Respondent Description

From table 2 above, it can be seen that of the 30 respondents, the number of male employees was 25 (83.3%) and the remaining 5 were female respondents (16.7%). So it can be concluded that the majority of respondents are male Smile Autoservice Makassar employees.

From table 3 above, it can be seen that the percentage of respondents consisted of 22 people (73.3%) of Smile Autoservice Makassar employees with high school/vocational education (SMA/SMK), 4 people (13.3%) of Smile Autoservice Makassar employees with bachelor's/master's/doctoral education (S1/S2/S3), 2 people (6.7%) of Smile Autoservice Makassar employees have D1/D2/D3 education and 2 people (6.7%) of Smile Autoservice Makassar employees have elementary school education (SD). So it can be concluded that the majority of respondents are Smile Autoservice Makassar employees who have a high school/vocational education (SMA/SMK).

### Validity Test Results

Based on table 4 above, there is a validity test aimed at measuring whether a questionnaire is valid or not, which can be measured using the product moment correlation technique. The criteria for accepting/rejecting the hypothesis are as follows: reject H<sub>0</sub> if the correlation value is positive and the calculated probability is < the probability value set at 0.05 (Sig 2-tailed < α0.05) and accept H<sub>0</sub> if the correlation value is negative and/or the probability is calculated > probability value set at 0.05 (Sig 2-tailed > α0.05). The results show that all of the statement items given to respondents were declared to be all valid.

### Reliability Test Results

From table 5 above, it can be seen that the instrument reliability value shows that the level of reliability is adequate because all variables are close to 1 > 0.60. The communication

variable (X) has a reliability value of  $0.740 > 0.60$ , for the team work variable (Y1) it has a reliability value of  $0.675 > 0.60$  and the employee performance variable (Y2) has a reliability value of  $0.698 > 0.60$ . So it can be concluded that the statement items for each variable explain or provide an overview of the variables studied, in other words that the instrument is reliable or reliable.

## Test Data Analysis and Hypothesis

### Path Analysis

This research uses path analysis which aims to determine cause and effect by explaining the direct or indirect influence between variables through mediating variables.

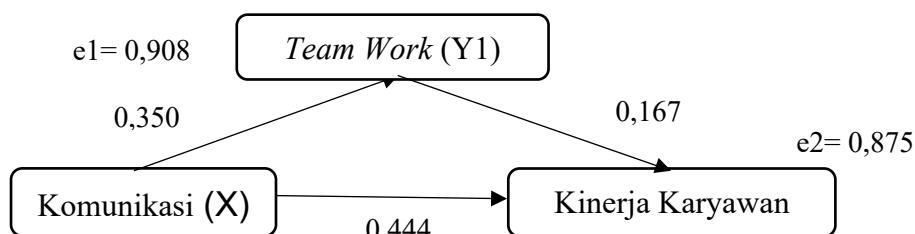
In table 6 above, there are the results of testing Model I with a path analysis test between the Communication variable (X) and the Team Work variable (Y1), which can be seen that the significance value of the communication variable is  $0.021 < 0.05$ , with an Unstandardized Coefficients beta value of 0.350. With a coefficient of determination (R Square) value of 0.175, which means that the influence of the communication variable on employee performance is 17.5% with a value of  $e1 = 0.908$ .



**Picture 2.** Model I Path Diagram

For the Communication variable (X), the Tcount value is 2.436, which is greater than the Ttable of 2.052 ( $2.436 > 2.052$ ) and the significance level is  $0.021 < 0.05$ .

In table 7 above, there are test results for model II using the path analysis test which can be seen that the significance value of the Communication variable (X) on Employee Performance (Y2) is 0.034 ( $<0.05$ ) with an Unstandardized Coefficients value of 0.444 and a variable significance value Team Work (Y1) on Employee Performance (Y2) is 0.488 ( $>0.05$ ) with an Unstandardized Coefficients value of 0.167.



**Picture 3.** Model II Path Diagram

For the Communication variable (X), the Tcount value is 2.239, which is greater than the Ttable of 2.052 ( $2.239 > 2.052$ ). Meanwhile, for the Team Work variable (Y1), the T value obtained was 0.703 from the T table of 2.052 ( $0.703 < 2.052$ ). With a coefficient of determination (R Square) value of 0.234, which means that the influence of the communication variable on employee performance is 23.4% with a value of  $e2 = 0.875$ .

### Sobel Test Result

In picture 3 above, there are Sobel test results. Ghazali (2016) stated that the Sobel test is used to check whether the mediating variable has a significant mediating effect between the independent variable and the dependent variable or not. To carry out calculations using a Sobel test calculator, data is required that has been previously obtained from path analysis, as follows.

In figure 1 above, you can see:

$$a = 0.350$$

So the results show that the statistical value of the Sobel test is 0.171 and the significance value (p-value) is 0.864, so it can be concluded that the influence of Communication (X) through Team Work mediation (Y1) has no significant effect on Employee Performance (Y2).

## CONCLUSIONS

In this research there are 3 variables, namely independent variables, independent variables (VB), mediation variables (VM) and dependent variables (VT). The independent variable is Communication (X), the mediating variable is Team Work (Y1) and the dependent variable is Employee Performance (Y2). Based on the results of data analysis submitted in this research regarding "Employee Performance: Communication and Mediating Effects of Team Work at Smile Autoservice Makassar", 30 employee respondents were obtained and the following conclusions were drawn:

1. For the variable Communication (X) on Team Work (Y1), the T value obtained is 4.436 which is greater than the T table value of 2.052 ( $4.436 > 2.052$ ) with a significance value of  $0.021 < 0.05$  with an Unstandardized Coefficients value of 0.350. So it can be concluded that Communication (X) directly has a positive and significant effect on Team Work (Y1).
2. For the Communication (X) variable on Employee Performance (Y2), the Tcount value of 2.239 is greater than the Ttable value of 2.052 ( $2.239 > 2.052$ ) with a significance value of  $0.034 > 0.05$  with an Unstandardized Coefficients value of 0.444. So it can be concluded that direct communication (X) has a positive and significant effect on employee performance (Y2).
3. For the Team Work (Y1) variable on Employee Performance (Y2), the T value obtained is 0.703, which is smaller than the T table value of 2.052 ( $0.703 < 2.052$ ) with a significance value of  $0.448 > 0.05$  with an Unstandardized Coefficients value of 0.167. So it can be concluded that Team Work (Y1) directly has a positive and insignificant effect on Employee Performance (Y2).
4. To determine the indirect influence of the Communication variable (X) through the mediation of Team Work (Y1) on Employee Performance (Y2), the unstandardized coefficients value of the direct influence of Communication (X) on Team Work (Y1) and Team Work (Y1) is multiplied. ) on Employee Performance (Y2) =  $0.350 \times 0.167 = 0.058$ . So it can be concluded that the indirect effect is smaller than the direct effect, namely 0.058, which means that indirectly Communication (X) through Team Work mediation (Y1) on Employee Performance (Y2) has a positive and insignificant effect.

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